Listen to Your Career’s True Calling
Career Guide - Business Process Management

CRM
Analytics
Knowledge Services
Finance & Accounting
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Foreword

Dear Reader,

The IT Industry in India has been growing at a tremendous pace and has been fuelling India's growth story. The industry has placed India on the world map, with an image of a technologically advanced and a knowledge-based economy. The industry has provided great careers to young aspirants and currently employs over nearly 3 million people.

Today, the IT-BPM industry is standing at a watershed moment in history. In FY 2012, the industry achieved a stellar landmark of crossing USD 100 billion in revenues. Business Process Management (BPM) as a sub-sector of the Indian IT-BPM industry, has also crossed significant growth milestones i.e. revenue generation of USD 19 billion and providing direct employment to nearly 1 million people in FY2013.

The past decade has seen frequent changes in the movement of the economy and companies are becoming increasingly conscious that in the globally connected world, the “new normal” will be characterised by business volatility. Growth in the IT-BPM industry is based on your performance, skills and hard work. The benefits such as international assignments, flexible work arrangements, being part of the strong 'young' India, make BPM a sought-after career option.

What attracts these million plus people to this industry? Why should you consider the IT-BPM industry as a serious career option? This guide answers these and many other questions about a career in this industry.

Choosing a career is one of the most important decisions of your life and this guide will help you make an informed choice. It tells you about the industry, the verticals it operates in, how to get a job in this industry and what you need to do, to build a successful career.

We hope you will be part of our industry, pursuing a career of your choice.

Best wishes,

Som Mittal
President

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1The IT-BPM Sector in India – Strategic Review 2013, NASSCOM
Acknowledgements

We would like to thank Mr. Som Mittal, Former President, NASSCOM; Mr. Lakshmi Narayanan, Chairman, IT-ITeS Sector Skills Council NASSCOM and CEO Cognizant and the entire NASSCOM and SSC NASSCOM team, for their strategic leadership and support to this important project.

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Table of Contents

What is the Overview of the IT-BPM Industry? 1-3
What is the BPM Sub-Sector? 4-9
What are the Requirements for Being a BPM Professional? 10-13
What are the Roles in the BPM Sub-Sector? 14-44
Some Success Stories in the BPM Sub-Sector 45-55
What is the Overview of the IT-BPM Industry?

Career Guide

Business Process Management
The IT-BPM industry has been fuelling India's growth story. In addition to contributing to the country's Gross Domestic Product (GDP) and exports, the industry has played a big role in influencing the socio-economic parameters across the country. The industry has helped provide employment and a good standard of living to millions. It has placed India on the world map with an image of a technologically advanced and a knowledge-based economy. Growth of the IT-BPM industry has provided India with a wide range of economic and social benefits which includes creating employment, raising income levels, promoting exports and significantly contributing to the GDP of the country. This sector attracts amongst the largest investments by venture capitalists and has been credited with enabling the entrepreneurial ventures of many, in the country. The IT-BPM industry has almost doubled in terms of revenue and contribution to India's GDP, over the last six years (2008-2013).

Structure of the IT-BPM Industry

The organisations within the IT-BPM Industry are categorised along the following parameters:

- Sector the organisation is serving
- Type as well as range of offering the organisation provides
- Geographic spread of operations and
- Revenues and size of operations

A broad structure of the Industry based on the parameters identified in the Indian context is represented below:

**Multi-national Companies (MNCs):** MNC organisations have their headquarters outside India but operate in multiple locations worldwide, including those in India. They cater to external clients (both domestic and/ or global).

**Indian Service Providers (ISPs):** ISPs are organisations that have started with their operations in India. Most of these organisations would have their headquarters in India, while having offices at many international locations.

While most have a client-base which is global as well as domestic, there are some that have focused on serving only the Indian clients.

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2Source: NASSCOM Research
Global In-house Centres (GIC): GIC organisations cater to the needs of their parent company only and do not serve external clients. This model allows the organisation the option to keep IT Operations in-house and at the same time, take advantage of expanding their global footprint and offering opportunities for innovation in a cost-effective manner.

Sub-Sectors within the IT-BPM Industry
The IT-BPM Industry has four sub-sectors. The subsequent sections provide information and insights for a career in the Business Process Management sub-sector. domestically, there are some that have focussed on serving only the Indian clients.

<table>
<thead>
<tr>
<th>IT Services (ITS)</th>
<th>Business Process Management (BPM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custom Application Development (CAD)</td>
<td>Customer Interaction and Support (CIS)</td>
</tr>
<tr>
<td>Hardware Deployment and Support</td>
<td>Finance and Accounting (F&amp;A)</td>
</tr>
<tr>
<td>Software Deployment and Support</td>
<td>Human Resource Management (HRM)</td>
</tr>
<tr>
<td>IT Consulting</td>
<td>Knowledge Services</td>
</tr>
<tr>
<td>System Integration</td>
<td>Procurement and Logistics</td>
</tr>
<tr>
<td>Information Systems(IS) Outsourcing</td>
<td></td>
</tr>
<tr>
<td>Software Testing</td>
<td></td>
</tr>
<tr>
<td>Network Consultation and Integration</td>
<td></td>
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<tr>
<td>Education and Training</td>
<td></td>
</tr>
</tbody>
</table>

| IT-BPM Industry                        |                                                                  |
|----------------------------------------|                                                                  |
| Engineering and R&D (ER&D)             | Software Products (SPD)                                         |
| Embedded Services                      | Offshore Product Development                                    |
| Engineering Services                   | Onshore Product Development                                     |
What is the **BPM Sub-Sector?**
Introduction to the BPM Sub-Sector

The Indian Business Process Management (BPM) sub-sector of Indian IT-BPM industry has crossed significant growth milestones in FY2013 i.e. revenue generation of USD 19 billion and providing direct employment to nearly 1 million people.3

The Indian BPM sub-sector has not only fuelled Indian economic growth, but also helped transform the image of India from a rural agrarian economy to a dynamic knowledge-based economy. The BPM sub-sector has contributed immensely to build India’s position, as a global player in providing world-class technology solutions and business services today.

This faith in the Indian BPM sub-sector was reaffirmed through testing times, at the end of the last decade, where despite global uncertainties and economic gridlock, the demand for global outsourcing for BPM in India remained strong. The positioning of BPM established as different from business process outsourcing has created a broad client impact. There is a transition from merely being a cost saving option to being a service delivery leader that enhances competitiveness, drives business productivity and impacts outcomes.

Thus the industry is moving away from positioning itself only as cost and labour arbitrage for its customers to providing transformational services and strategic value creation. As a result, it is creating on-demand future-ready solutions by deep-diving to create vertical specific offerings and capabilities and also focussing on standardising customer delivery excellence.

NASSCOM estimates that the BPM sub-sector, which is potentially pegged as a USD 65 billion industry by 2020, will contribute up to 9 per cent of India’s GDP and 30 million employment opportunities.
Profile of the BPM Sub-Sector

The growth of BPM sub-sector in India is driven by accelerated and widespread customer adoption and rapidly evolving service delivery excellence. Today, India proudly stands as the leader in the global outsourcing landscape with over 500 organisations as a part of this growth opportunity. This growth is reflected in its ever-widening service portfolio, greater market penetration and development of world-class delivery capabilities, across the industry.

**Verticals Profile:** More than 30-32 per cent of the Indian BPM market today, consists of delivering functions and processes that are specific to a particular industry or vertical. While the traditional verticals like BFSI and Telecom continue to dominate the landscape, with BFSI and Manufacturing alone contributing to over 50 per cent of the total Indian BPM - Exports, Retail, Healthcare, Pharmaceuticals and Utilities are also growing at a much faster rate, than the industry average.

**Horizontals Profile:** With the maturing of the sub-sector, most of the initial services like Customer Interaction and Support, Finance & Accounting and Human Resources together account for nearly 70 per cent of the market revenues. The contribution of key horizontals across the BPM sub-sector has been highlighted below. Customer Interaction and Support accounts for the largest share in the market with 41 per cent contribution, followed by Knowledge Services and F&A. HR and Procurement are amongst the most promising and upcoming verticals in the BPM industry.

**Emerging Horizontals:** As a result of verticalisation, the contribution of CRM to the BPM sub-sector continues to decline and the growth rate declined from 7 per cent in FY 2011 to 6 per cent in 2012. With the focus on higher-end services increasing, F&A and Knowledge Services continue to be on the rise. The share of Procurement as an industry offering, has also risen with a growth rate of 11 per cent in 2012.

Growth areas remained more profound in Procurement and F&A where there has been a strong platform play

*Figure 3: Global BPM Market Growth*
Customer Profile: The US, was the first country to outsource to India, but over the years, customers have been added from across the UK, Continental Europe and the Asia Pacific. The US and UK together accounted for over 80 per cent of BPM exports in FY2012. Given the English-speaking capability of the Indian population, diversity in terms of geographies has been a key focus area for ISPs.

The year was characterised by healthy growth in Europe (including the UK) and APAC. US the biggest market for BPM exports also continued its growth momentum, albeit at a slower pace. As the European market is becoming more amenable to off-shoring, growth in this region is expected to firm up further.
Key Trends in the BPM Sub-Sector

The key trends observed in the BPM sub-sector are summarised in the figure below and then explained in detail, within the section.

**Verticalisation:** With the maturity of the BPM sub-sector, the focus of organisations has now shifted to verticalised offerings with end-to-end solutions across standardised platforms in major industries. As a result of this, there is a lot of Mergers and Acquisition (M&A) activity in the industry, where organisations are aiming to acquire these verticalised skills and integrate them into their own offerings. This way, they aim to offer on-demand customisable solutions to their customers.

**Emergence of Big Data**: The emergence of big data is characterised by technological advancements, large number of mergers and acquisitions and firms venturing into integrated solutions including IT and analytics. Therefore value-creating business driven offerings, is seen as a major emerging trend in the BPM sub-sector. Armed with long-term client relationships and transactional data warehouses coupled with talent expertise, these service providers are embarking on creating sustainable value addition for their clients. Big data/analytics presents a USD 25 billion opportunity by 2015, a CAGR of 45 per cent (2011-2015).

**Continued locational advantage:** India leads the way as the most lucrative location for the global IT industry performing well on various parameters like financial attractiveness, skill availability and business environment. While traditionally, 70 per cent of the industry is located in Tier I cities, focus on controlling costs has created a gradual move to have centres in Tier II cities as well, thus widening the talent pool and spread.

**Emergence of Knowledge Services Specialisation:** Knowledge Services is seen as the next big thing in the BPM sub-sector, based on its revenue contribution to the sub-sector. It is the fastest growing domain area, and accounts for about 18 per cent share of BPM exports that is close to USD 3.2 billion in FY2013. As worldwide, markets become more knowledge-intensive, India becomes a preferred destination to outsource these core elements based on its abundance of talent pool. Legal Services, Data Analytics, and Risk Management are some of the fastest growing knowledge service segments. There is also a growing recognition of Indian Service Providers (ISPs) being able to provide such services and add value to the client.

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5 BPM Strategy Summit, 2012; Delhi
6 The IT–BPM Sector in India – Strategic Review 2013, NASSCOM
7 A. T. Kearney Global Services Location IndexTM, 2011
Increasing use of Social Media and Internet for Customer Relationship Management (CRM): With the emergence of new technology platforms, unified communications systems, collaboration and social networking, multiple channels of integrated communications, are now emerging in the industry. Rules of communicating with the customers are changing, especially with the emergence of channels like email, web-chats and social media sites. Engaging customers through assisted service or web-based conversation platforms is one of the major opportunity areas for web-based customer engagement and retention. Social media interactions are gaining importance as many organisations look to engage with their customers through platforms like Facebook, Twitter and Ingrown social media sites.
What are the Requirements for Being a **BPM Professional**?
Skills

With growing process maturity and an increased foray into specialisation of service offerings, people with domain knowledge, in addition to design and engineering knowledge will certainly see a fast growth.

All organisations have their own hiring processes; most of the organisations will test candidates for the following skills: aptitude, language, computer knowledge and basic domain knowledge. These tests can either be a written or online. These tests are followed by face-to-face interviews. The interviewer assesses the attitude, communication skills and interpersonal skills.

Most players in the BPM sub-sector administer an aptitude test as part of their selection process. These aptitude tests comprise of multiple-choice questions on analytical reasoning, numerical reasoning, basic grammar and computer proficiency. There are also verbal tests where the candidate is assessed for language proficiency, rate of speech, clarity of speech, listening and comprehension skills.

For transactions or knowledge services profiles and knowledge services-related jobs, the selection process may be slightly different and can cover a written functional test, panel interviews for assessing domain expertise and an HR interview.

Thus, to work in a BPM organisation, you need to have:

**Key Generic Skill Requirements:**
- Proficiency in English or other foreign languages
- Good Communication Skills – Written and Oral
- Analytical Skills
- Problem Solving Ability
- Managerial and Operational Skills
- Basic Computer Skills with Knowledge of MS Office and Web

**Key Functional Skill Requirements:**

Domain specific knowledge like Banking, Insurance, Law, Retail Media, Energy and so on is required to cater to industry-specialised requirements. Jobs that require value added functions catering to specialised roles would require an MBA, an MCA, a CA or CFA, an LLB, a research degree and so on.
Learning Opportunities

Increasing sector focus is leading to many IT services organisations up-skilling their employees with domain specific knowledge. This means that organisations are now providing employees with training in areas like Life Sciences, Retail, Banking, and Insurance and so on to enable them to have an in-depth knowledge of the vertical they are working with. They help their employees to get certified in specific domain areas, or to scale up their managerial skills through part-time management courses or diplomas.

Similarly many organisations now have tie-ups with training institutes or external vendors to provide training to employees for specific technical or domain skills. This not only provides for up-skilling of employees to meet business needs across domains and verticals, but also helps to position the organisation as a preferred employer.

Most entry level employees join the BPM sub-sector armed with basic college degrees. As their careers progress, they need to get domain-based certifications and specialisations. Many BPM organisations, therefore, offer their employees professional courses from globally recognised, premier educational institutions.

Courses offered can be broken down into the following three streams:

- **Continuing Education:** Executive MBA programmes from reputed Management colleges or foreign language programmes
- **Professional Courses:** Certifications in Six Sigma or project management
- **Domain Specific Courses:** C++, Java, UNIX, or CCNA certifications

One of the key objectives of the IT-ITeS SSC NASSCOM is to develop avenues for learning and skill development in the IT-BPM Industry. In pursuit of this, the SSC is planning to set up accreditation process for training providers and tailor courses on Occupational Standards that are currently being developed for the industry.

Certified training courses based on Occupational Standards will ensure standardised formal and non-formal learning opportunities that are accepted and endorsed by the industry.
Qualifications, Knowledge and Understanding

The forces of change sweeping through the BPM sub-sector have also changed the talent dynamics of the industry. With focus on standardisation and customer delivery excellence, organisations are now focussing on building the deep domain skills of their people to be scaled up to match the increasing demand, so that employees not only need to have the right technical competence but also a penchant for being ‘ahead of the curve’. Towards this end, organisations are now empowering their people with the skills across fast growing industry verticals like and specific domains.

The BPM sub-sector is no longer seen as a stop-gap arrangement. People now find this sub-sector as a serious career option where they want to stay, given the right kind of growth opportunities and rewards. Generally, BPM companies hire fresh graduate from different streams. Hence, one can work in a BPM company with a graduation degree in any stream. However, openings in the occupations like HRM, Technical Support, Research, Knowledge Services and Finance and Accounting (F&A) would require professional qualifications such as MBA, MCA, CA, Law, BE or B Tech, and so on.

There are several courses offered these days for building skills required for the BPM sub-sector such as:

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<thead>
<tr>
<th>Diploma in Finance and Accounting</th>
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<tbody>
<tr>
<td>Diploma in BPM Management</td>
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<tr>
<td>Certificate Course on BPM Management</td>
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<tr>
<td>BPM Training Certificate Course</td>
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<tr>
<td>MBA in BPM Management</td>
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<td>PGP (BPM Operations Management)</td>
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The industry is now hiring not only Graduates and Engineers but also Lawyers, Doctors, Actuaries, Media Managers, Chartered Accountants and professionals with different kinds of specialisations. However, at an entry-level, a graduate degree in any subject is most often sufficient. Professionals like doctors, chartered accountants and lawyers are often hired for their functional and specific domain expertise.

Apart from academic qualifications, one has to be proficient in the English language (both written and oral skills) and should possess other skills like customer handling, call handling and negotiation and persuasion skills. Often, BPM organisations also provide in-house training to their newly recruited staff to hone their soft skills and to increase their computer proficiency.
What are the Roles in the BPM Sub-Sector?

Career Guide
Business Process Management
The occupations in the BPM sub-sector have been classified as follows:

10 Unique 'Occupations'

27 Unique 'Tracks'

16 Unique 'Job roles' at the Entry Level

111 Unique 'Job roles' at the Middle Level

30 Unique 'Job roles' at the Leadership Level

Occupation is a set of job roles, which perform similar/related set of functions in an industry.

Track is an independent unique activity under an occupation.

Unique Job-roles define a set of functions that together form a unique employment opportunity in an organisation.

Entry Level: 0-2 yrs.
Middle Level: 2-10 yrs.
Leadership Level: >10 yrs.
Occurrences and tracks within the BPM Sub-Sector

- MIS - Reporting
- Analytics - Modelling and Analysis

Analytics

- Customer Care (Non-Voice)
- Customer Care (Voice)
- Sales/Telesales
- Technical Support/IT Help Desk
- Collections (Business to Customer)

Customer Relationship Management

- Editorial
- Desktop Publishing (DTP) and Design

Editorial and Desktop Publishing

- Transaction Processing (includes B2B collections)
- Credit Analysis
- Audit and Accounting
- Reporting
- Financial Planning and Analysis (includes Budgeting and Forecasting)

Finance and Accounting

- Clinical Data Management
- Medical Transcription

Health Services

- Recruitment
- Learning and Development
- Compensation and Benefits Management
- Employee Relations

Human Resource Outsourcing

- Secondary Research and Market Research
- Investment Banking (IB) Research

Knowledge Services - Research

- Content Management
- Instructional Design

Learning

- Legal Services

Legal Services

- Procurement Operations (including Strategic Sourcing)
- Sales and Fulfilment (including Inventory Management)

Supply Chain Management
Occupation: Analytics

Analytics includes the study of business data using statistical analysis to find trends and historical evidence to take informed decisions. The objective is to assist clients to predict and improve business performance in the future.

Associates in this domain primarily use mathematics, operational research, statistics and probability tools for statistical analysis and data mining for extensive computations. Some fields within the area of analytics, are enterprise decision management, marketing analytics, predictive science, strategy science, credit risk analysis and fraud analytics.

**Role of Analytics Professional**

- Tracks business metrics and generates dashboards for the consumption of business managers
- Develops research protocols, analytical frameworks and cracks tough business problems across verticals
- Organises, analyses, synthesises and summarises information using appropriate analytical methodologies and frameworks
- Applies quantitative abilities to build statistical models
- Explores data to find new patterns and relationships (data mining)

**Qualifications and Skills**

- MBA/ M Tech/ BTech/ BE/ DSE/ ISI
- Quantitative abilities and number crunching skills
- Exposure to Statistical Software packages such as SPSS, SAS etc.
- Exposure to some modelling techniques
- Data presentation and reporting ability/skill
Customer Relationship Management (CRM)

CRM entails all aspects of interaction that a company has with its customer, whether it is sales or service-related, through any media. It is primarily the process of managing and resolving all client queries and issues. The CRM/CIS professionals form the primary layer of contact with the customer. They are required to have a broad understanding of the industry and domain as well as the product and services portfolio to aid and enable quick and effective resolution of queries.

CRM/CIS includes the following tracks:

**Customer Care (Non-Voice):** The professionals engaged in this occupation are responsible for resolving queries and customer cases over web-chat or email. Responses may be made on either pre-existing email templates or may be customised mails to the query requirement. For slightly complex queries/situations, this may require greater interaction.

**Customer Care (Voice):** This activity involves managing and resolving client queries/issues primarily through telephonic calls. They are required to resolve the queries/direct unresolved queries to the appropriate groups. These professionals are required to have a broad understanding of all the products/services portfolio of the organisation to aid in responding to queries. An illustrative list of this process may include but is not confined to the following: customer care units in companies across sectors like banking, financial institutions, insurance firms, hardware/software vendors, utilities, travel & tourism, automotive and so on.

**Sales/Telesales:** The associates in this function undertake selling of products/services and converting leads into clients. The process requires selling/upgrading/upselling of products/services to existing and new customers. These professionals are required to convert the calls/enquiries into sales or bring the lead to the point of sale.

**IT Services and Helpdesk:** These professionals provide support on technology products/systems to customers remotely. They are responsible for effectively responding to customer queries which can be simple (L1) to complex in nature, diagnosing and thereby resolving customer issues/bug-fixing.

**Collections (Business-to-Customers):** These professionals contact customers who have defaulted on their payments by telephone and/or by email. They also review customer accounts, call on delinquent accounts and keep records updated with payment status. They handle customer queries, resolve customer issues and follow up on payments.
## Role of CRM Professional

**Voice:**
- Receives and makes telephone calls that are primarily scripted, basic and routine with the assistance of a computerised system, non-technical query resolution over calls, web or e-mail.
- Answers inquiries, resolves problems, records complaints and/or receives feedback.

**Non-voice:**
- Responds on either pre-existing e-mail Templates or through customised e-mails.
- Handles complex queries/situations through chat or web-interface.
- Makes major modifications in the data and adds value to the data before sending it back.
- Escalates complex queries to relevant team as per guidelines.

**IT Services Helpdesk:**
- Provides application support.
- Understands specific client needs or technical requirements to resolve or escalate technical problems.

## Qualifications and Skills

- **IT Services Helpdesk - Engineer/ Graduate in Science**
- **Undergraduate/ Graduate/ Post-graduate in any subject - Other CRM roles**
- Excellent communication skills (mostly English language, but many organisations could specialise in regional languages such as Hindi, etc.)
- Basic computer proficiency
- Empathetic nature and can handle irate customers
- Ability to navigate a computerised data entry system or other relevant applications
- Ability to handle clients and communicate with them.
- Ability to communicate by Chat/e-mail or other tools.
Career Map for Customer Relationship Management (1/2)
Occupation: Editorial and Desktop Publishing

Editorial activities broadly include checking grammatical errors and editing the research reports. They conform to the language standards and also the language style.

Professionals in this occupation may work on content/reports created by someone else. The reports could be research reports, statistical analysis, brochures, presentation material, etc.

Role of Editorial Professional

- Checks basic grammatical errors
- Checks and proof-reads documents
- Ensures logical flow of content

Qualifications and Skills

- Graduate/Post-graduate in English
- Understands the technical aspects of editing
- Good written communication skills with excellent English/grammar knowledge

Desktop Publishing involves putting research reports into Adobe Flash, Adobe Acrobat, or HTM, formats and prepare for publishing.

Professionals in this occupation work with existing templates or create and design new templates and formats. Their work is to use material provided by external editors (in editorial team) put into standard templates.

Role of DTP Professional

- Puts research reports into Adobe Flash, Adobe Acrobat, HTM or other formats.
- Primarily works with existing templates
- Puts material provided by external editors (in editorial team) into standard templates
- Adds pictures, photos and videos

Qualifications and Skills

- Graduate
- Knowledge of software tools - Adobe Flash, Adobe Acrobat, or HTM.
Career Map for Editorial and Desktop Publishing

Leadership Level

Head of Company

Head of Geographical Unit/Head of Sales/BD

Head of Editorial and DTP Operations

Middle Level

Manager - Editorial

Team Leader - Editorial

Senior Associate - Editorial

Associate - Editorial (SSC/Q 2701)

Manager - DTP

Team Leader - DTP

Senior Associate - DTP

Associate - DTP (SSC/Q 2702)

Entry Level

Editorial

Desktop Publishing (DTP) and Design

Tracks
Occupation: **Finance and Accounting (F&A)**

This process involves systematic and timely recording, reporting and analysis of financial transactions of a business. Professionals are required to possess knowledge of bookkeeping methods with the objective of recording business transactions. This process may include but is not limited to, month-end accounting, foreign remittances, bookkeeping, account reconciliation and financial assignment, daily general ledger control checks, general ledger balance substantiation & reconciliation, resolution of ad-hoc issues and queries for the General Ledger, help-desk support and query resolution for financial systems.

F&A includes activities such as general accounting, transaction management (account receivables and payables management), corporate finance (e.g. treasury and risk management and tax management); compliance management and statutory reporting and so on.

This includes the following tracks:

**Transactional F&A:** These activities are simple and transactional in nature. This process involves systematic and timely recording, reporting, and analysis of financial transactions of a business. Professionals should have knowledge of bookkeeping methods to record business transactions. They could involve some complex activities such as collection, analysis, summarisation and presentation of the financial performance of a business.

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**Role of F&A - Transactional F&A Professional**

- Processes invoices
- Undertakes simple processing of financial transactions such as card payments, cheques, etc.
- Manages dispute resolution with vendors (Accounts payable)
- Manages business collections (Accounts receivable)
- Works on Cash application (Accounts receivable)
- Performs simple analysis
- Uses simple tools, rules and methodologies

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**Qualifications and Skills**

- Graduate/ B.Com
- Must possess a basic knowledge of accounting.
- Ability to follow instructions or procedures required to enter or manage large amounts of data accurately into systems/ formats.
- Proficient in MS Office: PowerPoint, Excel and Word
F&A – Audit, Accounting and Financial Planning: F&A professionals are engaged in activities that range from month-end accounting, foreign remittances, book-keeping, account reconciliation & financial assignment, daily general ledger control checks, general ledger balance substantiation & reconciliation, ad-hoc issues resolution and queries for the General Ledger and help-desk support to query resolution for financial systems.

F&A Audit professionals need to address financial risks throughout the company and evaluate, monitor and improve the effectiveness of controls and governance processes, in support of corporate objectives. A professional in Internal Audit performs financial and operational reviews across the company. A professional in financial audits does yearly audit planning, risk assessment for all/defined business unit’s team covering financial process reviews, business process reviews, and anti-fraud programmes.

F&A Reporting professionals are required to provide analysis around the profitability of a business and the short-term and long-term financial condition. This also includes preparation and consolidation of financial reporting, month-end reporting, regulatory reporting as per country specific GAAP/Management Information Reporting & Analysis, Inter Entity Reconciliation, and Ad-hoc issues resolution and queries.

Financial Planning and Analysis professionals in are responsible for undertaking routine financial planning, budgeting and providing periodic analysis reports. These reports could range from sales/margin reports, sensitivity analysis, income statement, profit statement. They could also look at different metrics and measurements, KPI analysis, expense reporting, utilisation reporting, etc.

Role of F&A – Audit, Accounting and Financial Planning Professional

- Records, reports and analyses financial transactions of a business – systematically and timely
- Maintains and provides financial information, plans and projections
- Performs analysis of financial studies and prepares summary reports
- Supports fiscal year planning and budgeting by providing inputs from past trends and analyst reports – function or region-based

Qualifications and Skills

- B Com/ M Com/ CA Inter/ CA/ ICWA/ MBA Tier
- Possesses knowledge of book-keeping methods with the objective of recording business transactions
- Knowledge of MS Office software packages
- Business and process orientation
- Knowledge of finance and accounting practices
Career Map for Finance and Accounting

Leadership Level

Middle Level

Entry Level

Tracks

Leadership

Middle Level

Entry Level

Business Manager/AVP/VP - Transaction Processing

Manager - Transaction Processing

Team Leader - Transaction Processing

Process Lead/ Senior Specialist - Transaction Processing

Process Expert/ Specialist - Transaction Processing

Senior Associate - Transaction Processing

Business Manager/AVP/VP - Financial Planning and Analysis

Manager - Financial Planning and Analysis

Team Leader - Financial Planning and Analysis

Process Lead/ Senior Specialist - Financial Planning and Analysis

Process Expert/ Specialist - Financial Planning and Analysis

Senior Associate - Financial Planning and Analysis

Business Manager/AVP/VP - Credit Analysis

Manager - Credit Analysis

Team Leader - Credit Analysis

Process Lead/ Senior Specialist - Credit Analysis

Process Expert/ Specialist - Credit Analysis

Senior Associate - Credit Analysis

Business Manager/AVP/VP - Audit and Accounting

Manager - Audit and Accounting

Team Leader - Audit and Accounting

Process Lead/ Senior Specialist - Audit and Accounting

Process Expert/ Specialist - Audit and Accounting

Senior Associate - Audit and Accounting

Business Manager/AVP/VP - Reporting

Manager - Reporting

Team Leader - Reporting

Process Lead/ Senior Specialist - Reporting

Process Expert/ Specialist - Reporting

Senior Associate - Reporting

Business Manager/AVP/VP - Financial Planning and Analysis

Manager - F&A Complex (SSC/Q 2302)

Team Leader - F&A Complex (SSC/Q 2302)

Process Lead/ Senior Specialist - F&A Complex (SSC/Q 2302)

Process Expert/ Specialist - F&A Complex (SSC/Q 2302)

Senior Associate - F&A Complex (SSC/Q 2302)
Occupation: Health Services

Health Services support processes capture and process data from research houses, laboratories and hospitals.

Health services are of two types - Clinical Data Management and Medical Transcription.

Clinical Data Management (CDM) involves organisation and maintenance of information relating to medical research and records. Professionals are required to ensure completeness, correctness and quality of the data generated during clinical trials with high accuracy.

Role of Health Services Professional - CDM

- Organises and maintains information related to medical research and records
- Performs data coding of records
- Ensures completeness, correctness and quality of the data generated during clinical trials with high accuracy

Qualifications and Skills

- BSc in Computer Science or Biology
- Understanding of dictionaries used for coding and for standardisation.

Medical Transcription involves documentation of medical records dictated and authored by medical professionals. This involves basic documentation, verification and validation of the documents. It could include transcription of medical records dictated by doctors and others, including history and physical reports, clinic notes, office notes, operative reports, consultation notes, discharge summaries, letters, psychiatric evaluations, laboratory reports, x-ray reports and pathology reports.

Role of Medical Transcription Professional

- Transcription of medical records dictated by doctors and others
- Transcription of medical history and physical reports, clinic notes, office notes, operative reports, consultation notes, discharge summaries, letters, psychiatric evaluations, laboratory reports, x-ray reports and pathology reports

Qualifications and Skills

- Graduate (Science)
- Certification in Medical Transcription
- Familiarity with medical terms
- Speed reading and writing ability
- Content technology skills
Career Map for Health Services

- Head of Company
  - Head of Geographical Unit/Head of Sales/BD
    - Head of Health Services
      - Business Manager/AVP/VP Health Services
        - Manager - Clinical Data Management
          - Team Leader - Clinical Data Management
            - Senior Associate - Clinical Data Management
              - Associate - Clinical Data Management (SSC/Q 2401)
          - Manager - Medical Transcription
            - Team Leader - Medical Transcription
              - Senior Associate - Medical Transcription
              - Associate - Medical Transcription (SSC/Q 2402)
Occupation: Human Resource Outsourcing (HRO)

HRO involves support provided to a spectrum of HR functions which are largely transactional in nature. The professionals in these jobs provide advice and assistance in the area of human resource and personnel policies, practices and procedures; employee benefits planning, communication and administration; compensation systems planning; and wage and salary administration.

An illustrative list of this process may include but is not confined to the following: Resume repository management, employee database/human resource database management, developing training plans and training calendar, training course, communication employee contract management, payroll management, conducting background and reference checks, immigration support and performance management administration.

Human Resources Shared Services Outsourcing has the following tracks:

HRO–Recruitment: These professionals support the staffing needs of the organisation. These professionals are required to attract and employ the most appropriate candidates from the available prospective employee pool. Some of the activities in this process include resume mining, background checks and reference checks.

HRO–Learning and Development: These professionals assist in the design, development and delivery of training programmes. They understand the training needs of the organisation through training needs analyses, review existing training methods and techniques and its application, establish training goals as required and evaluate third-party training programmes.

HRO–Compensation and Benefits: Management Professionals in this group support the client teams in managing the rewards practices of the organisation with the overall HR and organisational philosophy. They may be involved in running a helpdesk to respond to rewards-related queries from employees, but such requests are usually directed through HR business partners. A significant work is salary/tax/benefits processing.

HRO–Employee Relations: These professionals are involved in induction, on-boarding, day-to-day issues handling and resolution, statutory compliances, exit interviews and so on. They assist in administration of contracts and other contractual agreements. They are also responsible for preparing materials for consultant and managers, updating records and maintaining proper filing systems, and completing transactional-level statutory compliances.
Role of HRO Professional

- Undertakes large transactional activities of any particular HR area, such as Salary/Tax/Benefits processing
- Manages a help-desk to respond to HR related queries from employees,
- Manages induction, onboarding, day-to-day management of issues, statutory compliances and exit interviews

Qualifications and Skills

- Graduate/Post-Graduate
- Knowledge of basic HR functions like payroll, induction, training, or compensation
- Basic understanding of laws/regulations (for example related to tax)
- Communication and negotiation skills
- Proficient in MSOffice: PowerPoint, Excel and Word
- Good verbal and written communication skills
Occupation: Knowledge Services - Research

Professionals in this group undertake activities catering to specialised research across sectors. They are generally involved in researching, analysing and reporting information related to organisations/institutions, industry sectors, or economic conditions. There exists an element of domain expertise for some of these roles.

This may involve analysing consumer opinions and collecting data using techniques such as questionnaires and electronic data collection to enable organisations to make informed decisions. This has the following tracks:

Secondary Research and Market Research: This group of professionals undertakes activities that cater to specialised research across sectors. Professionals in this group generally research, analyse and report information related to organisations/institutions, industry sectors, and economic conditions. Professionals from these teams may move from these support roles to the front-end as soon as they develop and display the requisite abilities. There is some emphasis on domain expertise in organisations that contain these roles.

The Market Research function could involve lot of primary research activities. The professional group in this occupation collects and analyses information on behalf of organisations such as businesses, governments and charities. Market Researchers analyse consumer opinions and collect data using techniques such as questionnaires and electronic data collection to enable organisations to make informed decisions. Incumbents often specialise in one sector. They may also work with clients, advising how to use the information provided. Qualitative market research focuses on people's attitudes and motivation, using methods such as focus groups and in-depth interviews.

Investment Banking Research: Investment Banking Operations is a dynamic business that supports Merger & Acquisition transactions from first level extensive market and industry research and will culminate with financial analysis including discounted cash-flows analysis and valuation metrics. These roles are complex as they require the professionals executing them to have the requisite knowledge and operate within a large set of rules. The completion of the transaction requires medium to high decision-making abilities.
Role of Knowledge Services Professional

- Undertakes primary and secondary desk-based research
- Organises, analyses, synthesises and summarises information using appropriate analytical methodologies
- Interacts with internal/external clients directly
- Prepares companies profiles, financial analyses & valuations and benchmarking
- Collects data using techniques such as questionnaires, surveys, interviews and electronic data collection
- Works on the various areas of research, mostly secondary, with elements of primary as and when required

Qualifications and Skills

- Graduate/ MBA/ BBA/ CA/ CFA/ B Com
- Exposure to Qualitative and Quantitative research techniques and methodologies
- Proficient in MS-Office: PowerPoint, Excel and Word
- Good verbal and written communication skills
- Basic understanding of financial concepts and statements
- Data presentation and reporting abilities/skills
Career Map for Knowledge Services - Research

- Head of Company
  - Head of Geographical Unit/Head of Sales/BD
  - Head of Research
  - Business Manager/AVP/VP - Research
    - Specialists/Project Manager - Research
    - Associate Project Manager - Research
    - Senior Analyst - Research
    - Analyst - Research (SSC/Q 2601)
  - Secondary Research & Market Research
  - Investment Banking (IB) Research
    - Investment Banking (IB) Research
    - Senior Analyst - IB Research
    - Associate Project Manager - IB Research
    - Specialists/Project Manager - IB Research
    - Associate Project Manager - Research
    - Senior Analyst - Research
    - Analyst - Research (SSC/Q 2601)
  - Middle Level
  - Leadership Level
  - Entry Level
Occupation: **Learning**

This process will basically include Content Management and Industrial Design. Content Management activities include researching, conceptualising, writing and structuring e-learning courseware to facilitate effective, engaging and performance-enhancing learning.

Instructional design activities include writing/repurposing content for online training courses. Activities include structuring of e-learning courseware to facilitate effective, engaging and performance-enhancing learning.

### Role of Learning Professional
- Structures learning courseware (primarily e-learning)
- Prepares online training materials and documents
- Creates content using software tools
- Structuring of e-learning courseware to facilitate effective, engaging and performance-enhancing learning

### Qualifications and Skills
- Graduate / Post-graduate
- Strong written communication skills
- Strong analytical thinking and organisational skills
- Ability to use Learning Management System (LMS)/ Learning Content Management System (LCMS)
Career Map for Learning

- Head of Company
- Head of Geographical Unit/Head of Sales/BD
- Head of Learning
  - Manager - Content Management
  - Team Leader - Content Management
  - Senior Associate - Content Management
  - Associate – Learning (SSC/Q 2801)
  - Content Management
  - Instructional Design
- Manager - Instructional Design
- Team Leader - Instructional Design
- Senior Associate - Instructional Design

Tracks: Content Management, Instructional Design

Leadership Level
Middle Level
Entry Level
Occupation: **Legal Services**

There are many legal processes where personal presence or contact is not required and such work can be undertaken in back-end. Such activities are undertaken in Legal Services which could include delivery of legal services, review of large volumes of litigation documents for international law firms and corporate legal departments. The most commonly offered services have been agency work, document review, legal research and writing and drafting of pleadings and briefs and patent services.

### Role of Legal Services Professional

- Reviews large volumes of litigation documents
- Supports corporate legal departments through research
- Undertakes simple analysis
- Undertakes research which could generate revenue for company

### Qualifications and Skills

- Graduate (Law)
- Familiarity with legal terms
- Ability to read and write with speed
Occupation: Supply Chain Management

Supply Chain Management helps clients to optimise their supply chain, generate competitive advantage and sets the stage for growth on the path to high performance. BPM organisations are involved in activities which range from generating orders, taking orders, collecting unpaid bills, reviewing customer/vendor payment and trends, performing dispatch follow-up, managing suppliers, and managing inventories to providing procurement/sourcing support.

This process includes the following tracks:

**Procurement Operations (including Strategic Sourcing):** This process involves sourcing and logistics activities. It may also involve managing the supply chain for a product. Procurement of both direct as well as indirect products is included. The professionals are required to evaluate the possibilities of cost reduction by price negotiation and being able to procure a commodity at the best price, best volume, right time and right quality for the client. At the higher end of the value chain, it also involves Procurement analytics of a client's spend on the commodity.

**Sales and Fulfilment (including Inventory Management):** These activities help revenue enhancement through Sales Support Processes such as on-time supplier deliveries and expediting or delaying supplier deliveries to align with increases or decreases in product demand. They also improve client profitability by better cost containment in the supply chain through Fulfilment Operations. This covers pre-sales, sales, and after-sales functions. The Fulfilment function involves SCM co-ordination, inventory management, replenishment planning, and vendor management.
Role of SCM Professional

- Undertakes first level of procurement activities for Buyer and/or Supplier Support to ensure accuracy and good turn-around time
- Buyer Support: Takes instructions from buyer, generate purchase orders.
- Supplier Support: Culls out reports from databases and places order basis information from buyers.
- Dispatches follow-up
- Manages suppliers
- Manages inventories
- Reviews customer payment and trends

Qualifications and Skills

- Graduate/Post-graduate
- Negotiation skills
- Excellent communication skills
- Exposure to Qualitative and Quantitative research techniques and methodologies
- Proficient in MS-Office: PowerPoint, Excel and Word
Movement to Other Occupations, Sub-Sectors and Industries

Given the dynamic range of services that the BPM sub-sector is increasingly offering to its clients in the industry, there are a variety of roles that employees are performing across the entire spectrum of offerings. As such they become valuable assets not only within the BPM sub-sector, but also to all the client industries they are associated with.

For example, someone working in SCM occupation in BPM sub-sector would be a valuable asset to Manufacturing companies in their procurement operations. Similarly, an associate working in F&A occupation in BFSI vertical could move to a bank.

Also, most people starting their careers in one occupation look to move to another occupation in BPM sub-sector. For example, associates in customer care can move to technical support with training.

The horizontal career movements from one occupation to another occupation within the sub-sector, to another sub-sector or to another industry occurs typically at Middle or Leadership levels after a professional has acquired expertise in one particular occupation or more than one related occupations at Entry Level.
<table>
<thead>
<tr>
<th>Occupation</th>
<th>Horizontal Movements</th>
<th>To other Industries</th>
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<tbody>
<tr>
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<td>To other Occupations</td>
<td>To other Sub-Sectors</td>
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<tr>
<td>Analytics</td>
<td>Knowledge services Research</td>
<td>ITS-Software Engineer</td>
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<td>Bank, Retail, Insurance Manufacturing</td>
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<td>Customer Relationship Management</td>
<td>Supply Chain Management, Finance and Accounting (TP&amp;FP)</td>
<td>IT Services Helpdesk, SPD Technical Support</td>
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<td>Internal Technical Support in any industry</td>
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<td>Editorial and Desktop Publishing</td>
<td>Support roles for other occupations</td>
<td>ITS/SPD (Technical Writing)</td>
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<td>Publishing, Learning</td>
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<td>Finance and Accounting</td>
<td>Analytics, Knowledge Services - Research, Supply Chain Management</td>
<td>ITS, SPD (as SMEs)</td>
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<td>Bank, Insurance Companies Manufacturing, Retail</td>
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<tr>
<td>Health Services</td>
<td>Analytics, Knowledge Services - Research</td>
<td>ITS, (as SMEs)</td>
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<td>Labs, Pharma Companies</td>
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<td>Human Resource Outsourcing</td>
<td>Knowledge Services - Research, Analytics</td>
<td>ITS, SPD (as SMEs)</td>
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<td>HR Transactions in any industry</td>
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<td>Learning</td>
<td>Analytics</td>
<td>ITS (IT Consulting)</td>
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<td>Business Consulting</td>
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<td>Knowledge Services-Research</td>
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<td>Publishing, Learning</td>
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<td>Legal Services</td>
<td>Human Resource Outsourcing</td>
<td>SPD-IPR</td>
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<td>Banks, Insurance (legal support)</td>
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<td>Supply Chain Management</td>
<td>Analytics, Knowledge Services - Research, Finance and Accounting</td>
<td>ITS, (as SMEs)</td>
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<td>Manufacturing, Retail</td>
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Some Success Stories in the BPM Sub-Sector
RAJEEV KUMAR
Leader,
Computer Science Corporation

Entry to IT-BPM Industry

I started as a direct sales associate with Spice Telecom and worked there for 2.5 years. I joined Convergys India Services Pvt. Ltd. in December 2005 as a Customer Care Officer. This was a voice-based profile for Citibank credit cards (United States).

Certifications and Trainings

- INS 21: Property and Liability Insurance Principles
- INS 22: Personal Insurance
- INS 23: Commercial Insurance
- Certified Software Quality Analyst (CSQA)
- Post Graduate Diploma in Management from IIM Lucknow, while at work with CSC

Career Movement and Growth

In December 2006, I was promoted as a Sr. Customer Care officer and I got exposure to act as a subject matter expert and coach.

October 2008 – Got promoted as a Team Leader Intern.

February 2009 – Promoted as a Process Trainer in Citibank Convergys through an internal job posting. I had to go through a rigorous 3 months Professional Facilitation Skills Certification before I started training new hire employees for the Citibank project.

February 2010 – Joined Intelenet Global Services Pvt. Ltd. (A Serco Company) as a Team Leader in a pilot group for Apria Healthcare project (United States).

October 2011 – Got a career opportunity to work with Computer Sciences Corporation as a Team Leader for a Life Insurance project in BPM Services.

Learnings for people looking forward to enter the IT-BPM Industry

I have gained in-depth knowledge of Insurance/ Healthcare/ Banking/ Telecom sectors and it gives me immense confidence when I apply my knowledge and learning in day-to-day operations. I have extensive knowledge about Sales, Compliance, People Management and Leadership Skills and I have been able to maintain excellent Employee Satisfaction indexes throughout my career.
PIYABALA  
Asst. Manager, Citibank

Entry to IT-BPM Industry

In 2003 I joined a project with Hindustan Times Ltd as an associate summer trainee in media marketing. In May 2003 I joined Convergys India Services as a Customer Care Associate. Within a year, I got promoted to Senior Customer Care Associate. I then moved into Quality Team as a Quality Analyst. Within months, I got promoted as a Senior Quality Analyst. With the immeasurable experience and knowledge I had gained through the various roles I played, I decided to venture into the world of varied opportunities. This is when I joined the Citi family in 2011, January as an Assistant Manager in Service Quality.

Certifications/Trainings Undertaken

Six Sigma Yellow Belt

Career Movement and Growth

I joined Convergys India Services in May 2003 as a Customer Care Associate. I got successive promotions ascending through Senior Customer Care Associate, Quality Analyst till Senior Quality Analyst.

With equal hope and reluctance, I joined Citibank N.A. in January, 2011. This was a different professional world. I did not have the relevant educational or professional background. But I had immense thirst to learn and expectations, from self and Citibank. I have done well ever since. I have been able to merge knowledge I had from my previous experience and implement new ideas. I gained recognition in the very first year I joined Citibank N.A. in the form of Operations and Technology Award in the 3rd Quarter. I yearn more and wish to imbibe everything I can in my professional journey.

Learnings for people looking forward to enter the IT-BPM Industry

- Self-motivation, enjoy and appreciate what you do
- No journey, including professional career, is smooth and self-structured. There would always be the ones who say ‘this cannot be done’
Entry to IT-BPM Industry
I started my professional journey way back in August 1999 with Tata Consultancy Services, Mumbai as an Assistant Systems Engineer. I worked with TCS for close to 2 years in IBM Mainframes Technology supporting multiple projects for General Electric Appliances for their Sales function. In the year 2001, I left TCS to undertake my post-graduation diploma in Industrial Engineering from NITIE, Mumbai.

Certifications/Trainings Undertaken
Cleared INS (INS 21, 22, 23) and CPCU papers.

Career Movement and Growth
After two years of pure technology experience at TCS, I took up NITIE’s flag ship PGDE course which provides cross-functional skills in all aspects of business and reinforces system engineering concepts to solve business problems. I joined CSC after my post-graduation from NITIE, Mumbai in the year 2003.

I started my career at CSC as a Business Analyst supporting implementation and support of CSC’s General Insurance products for the Insurance companies in North America. With now around 10 years with CSC, I have handled roles as a SME BA, Project Manager, growing excellent BA talent in India managing a fairly large team of SME/Business Analysts in providing superior value to the business.

Learnings for people looking forward to enter the IT-BPM Industry
Understanding the whole business value chain, knowing how the parts integrate provides tremendous leverage to derive efficiencies. Not only can we move our part quicker but the other related parts so that we can see things moving faster. The other aspect is we derive more satisfaction as we know what we do counts in adding either to the top line or the bottom line of the company.
Entry to IT-BPM Industry
While I was part of the IT industry, BPM industry was just picking up in India and destiny got me in to it during 2000-2001.

Certifications/Trainings Undertaken

Career Movement and Growth
Software development experience and the knowledge about networks helped me tremendously over the years, both when I started developing process specific intranets as well as home-grown CRMs for data consolidation. Over the years, technical knowledge has also helped me in my current role where I manage transition, transformation & PMO teams across BPM& IMS (infrastructure management services) practice. I have been responsible for Business Transition and Transformation, Pre-Sales Support, People (Hiring, Attrition management and training), P & L and Revenue management, Strategic Planning & Client Relationship Management.

Learnings for people looking forward to enter the IT-BPM Industry
Having a knack for innovation and automation, my stint with it has been enriching and empowering so far and I believe that this is the best professional decision which has augmented my learning and exposure in leaps and bounds.

Delegate and focus on team empowerment in order for them to come up with ideas & innovation, hence making the current business models obsolete and reaching new heights.
Entry to the IT-BPM Industry
The journey into the BPM industry started as an internship programme post the GNIIT course. So, thanks to NIIT! The internship converted to a long term learning and growth in the Industry, first with Talisma Corporation (5 years) & Infosys BPM (for the next 10 years)

Certifications/Trainings Undertaken
Executive MBA from IIM Ahmedabad (Thanks to Infosys for the scholarship)
Certificate Programme in Business Analytics – Manipal University
Infosys Women in Leadership (IWIL) in partnership with IIM-A
Telecom Domain T300 Programme, Green Belt Certification and many more

Career Movement and Growth in the Industry
Promoted to Lead, Client operations and Services (Client Operations Head) in 2009.

Learnings for people looking to enter the IT-BPM Industry
Great learning as this industry has multiple verticals and horizontals under one umbrella to choose and shape one's careers.
World-Class trainings and certifications are available for employees to choose from and also attend Higher Education Programmes while working.
Work with some world-class global client list, opportunity to transform their business. Learning to be Agile.
Great support and hand-holding from leaders, a very open door policy and flat hierarchy, one can experience. Environment being world-class helps creativity and innovation.
An industry one should definitely be in to transform and get transformed.
Entry to IT-BPM Industry
While I was in Delhi, I was surrounded by a lot of people who were making their career in BPM industry and were successful, that created an urge in me to explore this field. Apart from the interest, I believed that I had the calibre and potential to take this up as my profession.

I was referred by a friend to this field and it has been 10 years now, I am relishing each and every moment of my work and trying to reach new heights.

Certifications/Trainings Undertaken
- CompTIA A+ certification,
- Microsoft Certified Solutions Expert (MCSE),
- PRINCE2® (Projects in Controlled Environments, version 2),
- Information Technology Infrastructure Library (ITIL) training
- Six Sigma Yellow Belt training

Career Movement and Growth
- Oct 2003 - Jan 2005: Technical Team Leader (Customer Services India Pvt. Ltd.)
- May 2006 – June 2007: Technical Team Manager (Dell International Services)
- November 2009 – Sep 2010: Manager Operations (Tech Mahindra)
- Oct 2010- Till date - Service Delivery Leader (Tech Mahindra)
- International Assignments as Service Delivery Leader
  - December 2010 – July 2012 (1 year 8 months) Malawi Africa - Country Head – Malawi
  - August 2012 – Oct 2013 (1 year 3 months) Fargo, North Dakota Area – Centre Head

Learnings for people looking forward to enter the IT-BPM Industry
Maintaining its growth trajectory, BPM industry has demonstrated resilience and agility in the recent years and has acted as a boon for generating employment from the talented young pool of resources. It invests time and money in grooming them, adding to their portfolios and to take up higher responsibilities in future through professional/In-house training certifications. I have gained experience and an exposure towards high-end services and global competitiveness.
Entry to IT-BPM Industry

After having spent 10 years with Tata Consultancy Services (then Tata Infotech), where I was responsible for managing large client relationship accounts, I joined Mphasis in 2004. During the period, Indian companies were in the phase of transitioning work to India and looking for people with programme and project management skills. Since I was equipped with the requisite skills, it was a good fit for me and hence entered the BPM industry. It was a lateral move where I moved from the role of an Assistant General Manager to a Project & Transition Manager.

Certifications/Trainings Undertaken

- Training in programme and project management
- Internal training on domain skills and technologies
- I completed my doctoral research and acquired my PhD in Human Competency Development

Career Movement and Growth

I currently bring over 20 years of operational and consulting experience. At TCS, I was responsible for building e-learning Business & managed key large account relationships. At Mphasis I held several positions in Business Process Management domain for close to 10 years.

- 2004-06: I successfully led large client transition projects to India. I program-managed clients and was responsible for sending site and delivery location preparedness.
- 2006-07: I managed the delivery for large teams for international clients & Mumbai delivery site
- 2007-08: I led the delivery for All India Shared Services Service Desk
- 2008-11: I was the Vice-President & Head of Service Desk & Workplace Services
- 2011 onwards: I was Senior Vice-President & Head: Enterprise BPM, Service Desk and Workplace Services.

Learnings for people looking forward to enter the IT-BPM Industry

Businesses today, are investing in acquisitions and retention of customers. This process provides immense opportunities for young professionals with all educational backgrounds (E.g. Arts, Commerce, Medical, Law etc.) to choose the BPM industry as a career destination.

Learnings from the jobs:

- It provides great exposure to work with clients in various domains
- It is a brewing industry with immense and diverse opportunities
Entry to IT-BPM Industry

I started my career with a service industry where I worked as a Management Trainee for a Multinational Hospitality player. After having spent 2+ years there, I joined a start-up Business Process Management organisation, MsourCE, based out of Bangalore & Pune. Initially I was involved in early stage transition of two large Banking/Credit Cards (U.S. Customer) processes.

Certifications/Trainings Undertaken
- DMAIC- Six Sigma & Certified Green Belt
- Project Management, Business Finance and P&L Management: External Programmes
- Onsite: Client sponsored Middle Level Manager programme, Cross Sell University
- Sales: Miller Heiman Strategic Selling

Career Movement and Growth


2004-06: I managed client engagement & operations for Large Credit card Issuer and was promoted as AVP /Process Delivery head for 1000 Full-Time Equivalents in the Telecom process.

2007-10: I was the Program Head for 3500+ Full-Time Equivalents in a Telecom Project.

2010-12: I transitioned as the Head of BPM - Pre Sales & Solutions and was promoted as Vice President - Emerging Markets - BPM Accounts.

2012-13: Currently, I am the Vice President & Head - Pre-Sales and Solutions for BPM, APPS - Emerging Markets.

Learnings for people looking forward to enter the IT-BPM Industry

I would advise students/budding IT professionals to look at BPM industry as a career destination rather than an interim career engagement. In the BPM business, Industry and Domain knowledge is the key for running successful Client BPM operations. Industry expertise of BPM professionals coupled with industry certifications plays a key role for professional success. Hyper-specialisation along with Client Relationship Management is critical to grow within the client ecosystem.
Entry to IT-BPM Industry

I joined the BPM industry in year 2002 by joining a company – Daksh eServices, which was later acquired by IBM in year 2004. This was the period when BPM industry was spreading in India as a serious job option for people and BPM industry due to its rapid growth was looking for professionals with manufacturing quality background who could bring in certain best practices/skills to the BPM industry.

Certifications/Trainings Undertaken

Fulbright Nehru CII Research Fellowship (Carnegie Mellon University, Tepper School of Business), Advanced Accelerated Management Programme (Harvard Business Publishing), eSCM SP Model training & certification (Carnegie Mellon University), ISO 9K, CMMI, ITIL, Six Sigma, LEAN, TRIZ, Programme Management, Mentor Enablement Workshop & Presentation Dynamics, Management Leadership Programmes @ IBM – LFP, LFE, ACE & Diversity, Steven Covey – 7 Habits, Finance for Non-Finance

Career Movement and Growth

My stint with BPM industry started when I joined IBM Global Process Services (earlier Daksh e Services and later acquired by IBM) in year 2002. While I grew vertically in 7.5+ years from Manager level to DGM level, my major growth/exposure came from working in different roles covering Quality, Application support, Application compliance, Business consulting, Project management, Sales operations, Budgeting, Outsourcing, Hiring and Analytics. I am working in Tech Mahindra since 2010 and have grown from Director to Assistant Vice-President and managing a much wider scope of roles and responsibilities covering a SPAN of 350+ support employees covering different functions (Quality/MIS/BPM/Automation) across four different BPM entities for Tech Mahindra.

Learnings for people looking forward to enter the IT-BPM Industry

One passion that drives me is finding a solution to a problem which doesn't exists today. On the professional front, I always lookout for talented people, encourage and nurture them.
Entry to IT-BPM industry

The entry into this industry was sheer coincidence. I had completed my MBA and was looking for a job. My mother had informed me of a walk-in at Infosys BPM (Progeon) and I decided to give it a shot. A month later, I got my offer letter and that's how my journey started.

Certifications/Trainings Undertaken

Mortgage Bankers Association T-300 in US Mortgage is one of the major certifications I obtained. Green Belt, Performance Management workshop, business of our business to name a few are some of the trainings undertaken.

Career Movement and Growth in the Industry

Joined in Jan 2004 as Process Executive.
Promoted to Team lead in April 2005.
Progressed to APM in Oct 2006.
Promoted to Ops Manager April 2008.
Progressed to Sr. Ops Manager Oct 2010.
Promoted to Lead, Client operations and Services (Client Operations Head) April 2012.

Learnings for people looking to enter the IT-BPM Industry

This is the most dynamic industry where there are multiple streams of specialisation of work. The choices available for people are plenty and that can decide which stream of work they can build their career.

Certifications and trainings provided in this sector are of international standards which help in building careers.

The work environment is truly world-class with interactions with some of the best Leaders and managers not just within your organisation but with other globally recognised organisations too.